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DELIVER
DARE TO DREAM GREEN

a magazine for marketers

VOLUME 4
ISSUE 2
MAY 2008

No other form of energy is as renewable as ideas, no other resource as ready-made for recycling.

And it's in that spirit that this issue of *Deliver*® returns to a theme that has earned us a great deal of notice since we first broached it last year: green marketing.

But in revisiting this fast-growing trend in direct, we're finding a whole host of new approaches, unique perspectives and fresh successes.

As the popularity of green marketing continues to spread — its growth will likely accelerate in the wake of the most recent Earth Day — companies big and small are seeking the best ways to promote sound environmental policies. And they are doing so while simultaneously promoting their products and distinguishing their brands. Meanwhile, *Deliver* is trying to bring as much of it to you as possible.

In the story "The Green Pages" (p. 8), for example, we report on direct mail magazine publisher Dawn Codd, who has taken several bold steps to make her three D.C.-area publications as eco-friendly as possible.

We also spotlight Image 4 ("Anatomy of An Eco-Makeover," p. 22), a New Hampshire trade show exhibits manufacturer that has worked tirelessly to clean up its practices while competing in an industry often heavily dependent on environmentally hazardous materials.

But if you think that green marketing is easy for companies that use only organic materials, then be sure to read "Changing the Culture" (p. 18), our interview with yogurt mogul and author Gary Hirshberg. As he explains, going green can be fraught with complications, but can also offer some very satisfying (and lucrative) rewards if marketers are willing to think creatively.

And we give some great examples of this. Take, for instance, "The Cost of Doing Business" (p. 12), a look at how companies like Volkswagen are seizing on the potential of carbon offsets, which allows them to underwrite pro-environmental measures as a way of reducing their ecological footprint.

We hope you enjoy this green issue even more than our first. While you do, we'll busy ourselves with continuing to

 **THINK FAST!**
THERE'LL BE A QUIZ
AT THE END OF
THIS ISSUE.

find even more great stories about how direct marketing is helping pave the way for a cleaner tomorrow.

Oh, and one more thing about last year's green issue: It was named the winner of our recent "Best of Deliver 2007" poll on delivermagazine.com.

Thanks for all your support. We'll keep working hard to maintain it.




PHOTOGRAPH BY ROY RITCHIE

VOLUME 4
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2008



18

CONTENTS

02 EDITOR'S LETTER
04 FEEDBACK
05 LEADER COLUMN
30 LAST WORDS

06 Dare to Dream Green
What would our world look like if all direct marketers adopted eco-conscious measures? Here's a brief glimpse.

08 The Green Pages
Driven both by readers' concerns for the environment and her own, custom publisher Dawn Codd took some bold steps to green up her high-end publications.

10 Just Cause
Saving the planet isn't the only good cause marketers tackle. But even groups devoted to other worthwhile issues are keeping one eye on the eco-impact of their direct mail.



30

12 The Cost of Doing Business
Find out why a growing number of big brands have resorted to carbon offsets to reduce their environmental footprint.

16 Knowing Better
We clear the air of some common misperceptions about going green.

18 Changing the Culture
Yogurt mogul Gary Hirshberg sits down to discuss his company, its offbeat approach to marketing and why a handshake can be just as effective as a 30-second spot.

22 Anatomy of an Eco-Makeover
Jeff Baker spent years overhauling his company to meet select green standards. Finally, his efforts are paying dividends.

26 Sustaining Momentum
Why cradle-to-cradle packaging has already become the next stage in environmentally conscious marketing.

28 Green from the Get-Go
Recycling paper isn't enough for some companies. They want their stock eco-friendly right from the outset.

26

W We want to hear from you — the good, the bad or the just plain ugly. To contact us, log on to the new delivermagazine.com or write to us at:

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NEED-TO-KNOW BASIS

► I just received the latest issue of *Deliver* magazine. The content is perfectly tuned for busy marketers. Lots of great information, handled in an engaging way. I speak frequently on sustainability issues to designers and printers, and I can guarantee that this is exactly the kind of information they need right now.
— *Laura Shore*

HIGHER LEARNING

► *Deliver* magazine's captivating case study articles provide us readers with practical "how-to" examples not taught in graduate business schools. Your marketer tales and tips extend beyond mass mailers to program presenters. Well done!
— *Donald E. White*

RIGHT BACK ATCHA

► What a great story! ("Liquid Gold," *Deliver* Dec. 2007) This is one that made me wish I had been a part of it. Good thinking and great job!
— *Gina Rossi*

STOP, IT'S EMBARRASSING

► Just wanted to compliment you on a great publication. The information is useful, the photography is original and the design is first-rate.
— *Michael Parsons*

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JUPITER IMAGES



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LEADER COLUMN

BECAUSE IT'S GOOD FOR YOU

What's the argument in favor of adopting new, industry-imposed direct mail guidelines? Your business may not survive otherwise. Convinced yet?

Where adaptation is concerned, marketers aren't necessarily behind the times, but neither have all of us always been in the forefront when it comes to embracing new ideas and innovative methods.

But as consumers clamor for more responsible marketing — calling for reductions in the amount of direct mail received and more emphasis on the environment — smart marketers know that adaptation isn't optional. Changes must be made.

Recently, initiatives have been put forward that promote responsible guidelines for marketers and offer a glimpse of the shifts that more will be compelled to make in coming years. One major step forward is the Commitment to Consumer Choice (CCC), a set of direct mail standards that has been established by the Direct Marketing Association.

There has been some debate in the industry about whether this idea is best for marketers; indeed, some marketers have even been resistant to it. But we think that fighting this sensible effort is both pointless and potentially dangerous.

First, it's obvious that consumers — and many leading direct marketers — support these guidelines. To help give

the measures teeth, the DMA has announced that all of its members must comply with the CCC or lose membership.

We're not saying all the self-policing guidelines are perfect. But any marketer who thinks that flaws in the initiatives — or the debate over how good self-policing guidelines are for business — mean they can do nothing is making a big mistake.

First, fighting the CCC guidelines makes it appear that marketers don't care about consumers' demands, a risky proposition indeed in an era of increased customer power to blow off marketing messages. Second, marketers improve the efficiency of mailings when they reduce the number of catalogs going to uninterested consumers. They can then take any incremental return on investment and pour it back into building circulation.

Reducing unwanted direct mail can be good for business and for companies' relationships with consumers. And while some question how much these guidelines will help the environment, there's no doubt they will have some positive impact. Thus, we not only think direct mailers should tolerate the Commitment to Consumer Choice, we urge them to embrace it wholeheartedly. **D**

dare to dream green

True, more marketers are looking for the green

— working hard to make their product or their message more environmentally sensitive. In recent years, “green marketing” has exploded in popularity among companies big and small. More and more, direct marketers are upping the recycled content of their paper, cleansing their databases faster than ever before and encouraging more consumers to toss unwanted fliers, envelopes and catalogs into recycling bins. “It’s very clear that all of our members and board members see how important this

issue is,” says Pat Kachura, senior vice president of social responsibility for the Direct Marketing Association. Last year, *Deliver*® began addressing the environmental impact of direct marketing in our first “green” issue. Now, as we return to the subject in our second eco-themed issue, we are finding still more examples of marketers making full-on commitments to green marketing. And they are having an effect. How? Well, consider the impact of a few of the recent achievements cited below:

3 percent savings on paper quantity, the result of reductions in mailer sizes, spared nonprofit group Consumers Union more than \$250,000 over three years.

375 million paper pages were saved in 2007 when MetLife began mailing directories and periodicals on CDs instead of paper.

930 million pieces of unwanted mail were eliminated last year by the 1,500 marketers using the DMA’s Mail Preference Service.



GETTY IMAGES

the green pages

For publisher Dawn Codd, making direct mail magazines more eco-friendly is the right thing to do for the planet — and for her business

Dawn Codd firmly believes that her three direct mail lifestyle magazines — all stuffed with special offers, restaurant reviews and events listings — bring plenty of value to the 97,000 readers in the upscale communities that the magazines target.

But the Washington, D.C.-based publisher also knows that, in an era of ever-increasing ecological awareness, some recipients may view direct mail publications as a waste of precious natural resources. For that reason — and because she and her partners personally support environmental causes — Codd wanted to reduce both that perception and the size of her company's "footprint" on the earth. "Our beliefs are why we did what we did," she says.

What they did was adopt an aggressively conservation-oriented approach to producing the trio of publications: *City Living Source* (citylivingsource.com), for households in D.C.; *City Living Source-Baltimore* (citylivingbaltimore.com), for similarly well-heeled readers in that city; and *Howard County Living* (howardliving.com), for residents of an affluent suburban area in central Maryland. (Each publication goes to about 32,000 readers six times a year.)

Beginning with their January 2008 issues, all three magazines have become significantly more eco-friendly. That's a change that involves more than simply adding green content — although there's more of that these days, too. Codd has focused on producing the magazines as cleanly and greenly as possible. "Everything about our business is about recycling and sustainability," she says.

Specifically, the publications are printed only on Forest Stewardship Council-certified paper, meaning that it's from timber grown and harvested according to the international forest-management association's strict environmental standards. In addition, Codd recently switched to a new printer that uses soy-based ink, an alcohol-free press operation and a filmless,

all-digital printing process that eliminates the need for silver and chemicals. "That's all more healthful for readers and for the environment," says Codd, who has promoted the printer's techniques in print and online.

But what she hasn't publicly emphasized is what those changes are costing her young business: an additional \$1,000 per issue for each magazine. That's an expense that she's not passing on to advertisers until next year: "[Going green] was so important because of our personal beliefs that we were going to do it no matter what," she says. "Our advertising rates will go up as our circulation goes up. And our circulation is growing pretty fast."

That's the case even though the publications specifically instruct readers how to get off the mailing list. Codd says that her company typically receives about one opt-out request per issue; in contrast, she says, "We've got people e-mailing every day asking to be put on the list." She attributes that demand to each 24-page publication's mix of local incentives, event listings and content that now includes advertiser advice on topics such as improving window insulation, buying organic fabrics and bicycling to work.

Codd's publications also offer "virtual" incentives online, allowing readers to sign up to receive coupons and other offers via their cell phones. The incentives are specially formatted to fit on a mobile phone's display screen; to redeem one, a consumer just shows the screen to a participating merchant. The process obviously eliminates the need to print, carry, redeem and recycle paper coupons.

Has anybody noticed one publisher's efforts to tell the world that "green is good"? Codd says yes. "People have actually sent thank-you notes by e-mail, saying it's great that we made the change," she says. And any time a recipient of a direct mail piece personally thanks the marketer who sent it, that's a pretty strong indicator that the message is getting across. □

BY LINDA FORMICHELLI

just cause

Teaming up with a worthy not-for-profit — or even launching one of your own — can add value to your prospects and cachet your brand

Every March, April and May, all 22 million Money Mailer coupon envelopes will carry free advertising for Children's Miracle Network, a non-profit organization that raises money for children's hospitals. Money Mailer, a leading national direct marketing company, also donates inserts in their shared mailings to promote the nonprofit's fundraising events. In the past two years, Money Mailer has given Children's Miracle Network \$1.4 million in ad value and almost \$800,000 in donations.

Co-marketing your business with a charity, called "cause marketing," helps not only the cause, but also your business's brand image. According to the Cone Millennial Cause Study, 87 percent of Americans ages 13 to 25 would switch brands if one brand were associated with a good cause, assuming that the brands were otherwise comparable. It's difficult to quantify how much of a profit boost comes from cause marketing, but really, it's more about brand enhancement than tallying up dollars and cents. "Our local and national advertisers and franchisees are saying it's making a difference in their business to provide this sponsorship," says Beth Swade Thomas, director of marketing communications for Money Mailer.

Want to help out a cause while upping your brand recognition? "Think about your values and culture, your business objectives and your stakeholders' needs," says Julia Hobbs Kivistik, executive vice president at Cone, a strategy and communications agency that specializes in cause branding and corporate responsibility. "By exploring where these areas intersect, you can answer the question, 'What do we stand for?'"

For example, the apparel company Arrow dubs itself an "authentic American brand," so it made sense for the company to create the "We Are Ellis Island" campaign, which is raising money to restore

dilapidated buildings on the south side of Ellis Island. Arrow launched a Web site at which visitors can post their family stories and donate money to the cause; the company is also donating 1 percent of its 2008 wholesale sales to the project. The site now has thousands of registered users, and according to Mike Kelly, executive vice president of Phillips-Van Heusen, which owns the Arrow brand, "The result for us is an elevated brand awareness that's been unbelievable. We brought a lot of awareness to a brand that was dark."

Even if your business and your cause are perfectly aligned, it takes more than a clever cause marketing campaign to woo consumers to both. "The public is getting more sophisticated," says Joel Makower, executive editor of GreenBiz.com, an information resource on how to align environmental responsibility with business success. "A cause-marketing campaign can seem out of context if the company itself doesn't have basic environmental and social policies and programs in place," he says. "A good cause-marketing campaign isn't enough to render a company as 'good.'"

A business also has to practice its rhetoric. In other words, a business has to walk the talk. For example, if you're supporting a nonprofit that plants trees to offset carbon emissions, says Makower, you also need to reduce your own energy use or increase your use of renewable energy.

Cynics might maintain that cause marketers are thinking more about their brand than about the cause, but in reality, both get a boost. "If a company is in business to do business and, in addition, they help provide funding for and awareness of a cause, that's great," says Hobbs Kivistik. "It's a win for the cause, the company, the community and the consumer." □



For more on how political and social groups use cause marketing, check out the case study "Message to the Grassroots" on delivermagazine.com.





THE COST OF DOING BUSINESS

WHY MORE AND MORE BIG
BRANDS ARE USING CARBON
OFFSETS TO BOLSTER PR,
PROFITS AND THE PLANET

FOSSIL FUELS	-1000
RENEWABLE ENERGY	1000
LOGGING	-1000
REFORESTATION	1000
ENVIRONMENTAL HARM	0

DELIVER 05/2008
HAVE A NICE DAY!

BY: SAMAR FARAH
PHOTOGRAPHS BY:
MARK HOOPER



“The VW Forest” sounds like the name of a sporty German all-terrain vehicle, or perhaps an advanced level in a video game designed for Jetta zealots. In fact, it’s a straight forward moniker for acres of trees in Louisiana’s Lower Mississippi Alluvial Valley, paid for by carmaker Volkswagen of America and its customers. So far, more than 900 acres — designated as the VW forest — have already been replanted in an effort to offset the carbon dioxide produced by VW vehicles.

These figures represent some of the new thinking driving the latest trend in environmental marketing — carbon offsets. An initiative that allows companies to underwrite environmentally friendly measures as a way of counterbalancing (or “offsetting”) the ecological harm of their business practices, offsets have become a valuable instrument for many brands seeking to spotlight their “green” bona fides.

The trend cuts across industries, too, with offset programs embraced by everyone from airlines to credit card companies.

Of course, there’s still some debate around select issues within carbon-offset programs. For instance, disagreement remains over certain measurement standards (a comparable disagreement is the debate over whether to switch to the metric system). Meanwhile, the government continues to monitor the programs closely to ensure compliance, although it has found no evidence of fraud. Despite this, though, experts agree that consumers and brands should use common sense when deciding to join an offset program and choosing which groups to work with.

For its own program, the Carbon Neutral project, Volkswagen of America went with an approach that’s equal parts volunteer work and gift to consumers. Between September 2007 and January 2008, for every VW that consumers purchased or leased, the automaker pledged to plant enough trees to offset carbon emissions equivalent to one year of driving.

To market the effort, Volkswagen set up a mini-site within its VW.com site where customers are informed about VW’s efforts and allowed to make donations to the offset program. The site remains up to foster ongoing dialogue with consumers, even though the program has officially ended. Meanwhile, only a couple of clicks away is a portion of the site where customers

can sign up to have VW product brochures mailed to their homes, thus using the environmental effort as a springboard for a multimedia dialogue about both ecology and VW cars.

Laura Soave, marketing manager at Volkswagen of America, has this warning about “green” campaigns: “It’s definitely something you can’t just jump into.”

Still, environmentalists and business experts agree that these offset programs, if done properly, can have a positive impact on the atmosphere, and on business. “It’s a wonderful entrepreneurial response to a real set of concerns in the public,” says William Moomaw, director of the Center for International Environment and Resource Policy at Tufts University.

What makes a project well executed? Marketers interested in pursuing such projects need to think about what kind of program makes sense for them, as well as how they’ll choose to communicate with and involve their consumers.

A Range of Possibilities

The most common carbon-offset projects generally fall into three categories: renewable energy, energy efficiency and reforestation.

Renewable energy projects typically involve a company purchasing renewable energy credits (RECs) from a utility. These credits, which are a separate commodity from the electricity itself, represent a revenue stream for generators of clean energy, such as wind turbine or solar energy plants. They also give a company the right to say that a percentage of their electricity consumption is based on renewable energy. By contrast, energy efficiency projects look at ways that companies can reduce their emission through more efficient technologies, and reforestation initiatives involve planting trees.

Planting trees is arguably the most tangible action a brand can take to offset carbon emissions. Most consumers intuitively understand that trees are good for the environment. It conjures a specific image — a leafy, green image — unlike energy efficiency programs or REC projects, which take some explanation and abstract logic for stakeholders to grasp.

Still for some providers and practitioner companies, these last two projects are more attractive. David Ragland is the general manager of the Marriott Residence Inn in Washington, D.C., which is now operating on 50-percent renewable energy. Marriott announced its renewable energy program last September and now offsets half of its emissions by purchasing RECs. (Guests are also invited to donate \$5 toward additional RECs.)

Clean Currents, Ragland’s offset provider of choice, focuses primarily on buying RECs for its partners through private markets.

“There’s certainly a role for reforestation,” says Lee Keshishian, vice president of business operations at Clean Currents. “Customers ask us about it, but so far we’ve shied away from it.

It’s harder to measure.” While reforestation proponents argue that there are indeed clear measurement tools in place, Clean Currents’ position nonetheless reflects the varying opinions that exist even among those who support offsets.

Carbonfund.org takes a slightly different approach — it offers all three categories of projects and even gives partners the option of building a portfolio of projects in different categories. Michael Stewart, the nonprofit’s partnerships manager, argues that each type of project accomplishes something slightly different. Reforestation, he points out, is the only kind of offset project that can impact the current high level of CO2 emissions in the Earth’s atmosphere. Says Stewart, “The other two offset methods are critical, but they can only focus on reducing the amount of CO2 that we produce in the future.”

Stewart, whose company is VW’s offset program partner, adds: “While individuals may have a project preference, Carbonfund loves all of its ‘kids’ equally. By employing all three methods together as a cohesive team, we hope to address the whole process of fighting climate change. Along with direct reductions, offsets are simply a great tool to use toward that end. That’s our motto: Reduce what you can, offset what you can’t.”

VW’s Soave says the company chose to go the reforestation path because they found there were added benefits to rebuilding a forest, like creating jobs for planters and supporting endangered wildlife, in this case the Louisiana black bear. The idea of rallying a community of VW owners around a project with a tangible and visible impact on U.S. land was also appealing, as opposed to a parcel of land in, say, Guatemala. “We tried to keep a closer-to-home approach,” says Soave. The Alluvial Valley in Louisiana was attractive for another reason: Its climate and growing conditions support a rate of carbon absorption that is significantly higher than in other parts of the United States.

A Tale of Carbon Offsets

Once VW’s tree-planting project was under way, the company’s biggest challenge was to portray to consumers that the automaker was undertaking the project strictly for its environmental benefit. Ultimately, VW decided that an advertising campaign touting the project would only taint it in the eyes of consumers, so Volkswagen of America refrained from advertising or marketing the VW Forest.

“It would have been easy for us to go out with a huge campaign, and we did discuss that at length,” Soave says. Instead,



the carmaker announced its project strictly through dealerships: Car salesmen at VW dealerships promoted the program verbally. Bloggers soon caught wind and helped get the VW Forest some press in major publications. A micro-site on the company's Web site, jointly designed by its ad agency and Carbonfund.org, explains the project and invites other car owners to participate.

Although VW and Marriott pursued completely different offset projects, they both had to think through how they would explain their projects to customers — an increasingly skeptical group when it comes to environmental claims.

While Ragland says he needed to train hotel staff to explain the concept of RECs to inquisitive customers, he also left some of the explaining in the hands of Clean Currents. For example, the offset company provided Marriott with a list of quantifiable benefits from the hotels' REC purchase, including the fact that the 1.3 million kilowatts in RECs that the hotel has saved through its program is the equivalent of 178 cars off the road, a fact that Ragland has published on the hotel's Web site.

VW also has had to balance transparency about its program with a desire not to inundate customers with technical details. The Web site for the VW Forest sticks mostly to generalities. VW and Carbonfund.org plan to update the site with recent photos of trees being planted in the valley. But, for example, the Web site excludes facts about how the new forest will support 17 different species of trees with specific consideration for how the ecosystem will be affected.

Indeed, most customers don't expect brands to be environmental experts, but are looking for an honest and open conversation about the issues. "When we have conversations about offsets with customers, we don't pretend we know it all," says Ragland. Shortly after introducing the company's carbon-offset program, Ragland was confronted by a Marriott guest who called out the hotel for using Styrofoam cups and plates. Guests have also requested more efficient LED lights in elevators. Ragland got rid of the Styrofoam, but didn't add the expensive LED lighting.

Says the hotel general manager: "We're not afraid to explain that we are a business, and we do need to maintain margins." □



You'd think 100-percent recycled paper is eco-friendlier than 20-percent recycled paper, right? Well, that's not the only idea green marketers get wrong ...

BY LARA JENSEN

Misconceptions about eco-friendly direct marketing abound. For instance, many a green tyro has assumed that paper with higher levels of recycled content will automatically have less of an environmental impact. But according to Brian McClay, principal at TerraChoice Market Services Inc., when factors such as energy use and greenhouse gas emissions are taken into account — and not just overburdened landfills — often a mix of recycled content and virgin pulp from sustainably harvested forests turns out to be better overall for the environment. We've scrutinized this and some other commonly held ideas about green marketing to help you separate fact from fiction:

WHAT YOU MAY THINK: "The more recycled content, the better."

WHAT YOU NEED TO KNOW: Again, not necessarily true. To help you determine which issues are of most interest to your company, try visiting the Environmental Paper Assessment Tool® (epat.org), which is organized by a consortium of well-known large companies under the rubric the Paper Working Group. The EPAT enables paper buyers to weigh the relative costs of water, air and climate quality, as well as the health of natural systems and community well-being, then matches buyers with the paper that best addresses their needs. EPAT 2.0 is due to be released to the public this month.

WHAT YOU MAY THINK: "As long as it's paper, it's recyclable."

WHAT YOU NEED TO KNOW: Varnishes and metallic inks may make your communication stand out in the mail, but once they're applied to paper, processing that paper becomes difficult for recycling plants. As a result, anything with chemical additions could end up sitting in a landfill for years, whereas soy inks and other natural substances are easily recyclable by most municipalities' recycling programs.

WHAT YOU MAY THINK: "Green direct mail is boring."

WHAT YOU NEED TO KNOW: Au contraire. Creating environmentally friendly direct mail doesn't have to mean sending out a simple gray card. "Push designers to create an intriguing piece that doesn't need all those extras on the printing side," says Seri McClendon, co-founder of Clean Agency, a marketing services firm that specializes in sustainable campaigns. For example, a postcard printed on paper that's embedded with wildflower seeds that can be planted in the ground

creates an impact because of its dual use. An interesting call to action can also capture customers' attention, such as by offering the ability to purchase carbon-emission offsets with any order.

WHAT YOU MAY THINK: "There's no environmental cost to going digital."

WHAT YOU NEED TO KNOW: Marketers hoping to reduce their environmental footprint by migrating communication efforts online often don't take into account the environmental costs to maintaining a Web site, a data center and other related equipment, according to Lisa Wellman, CEO of SustainCommWorld, which produces an annual trade show on green-media issues. The average 24 kg desktop computer with monitor requires at least 10 times its weight in fossil fuels and chemicals to manufacture, making it much more materials intensive than an automobile or refrigerator. "Marketers need to be able to weigh the environmental cost of each channel and balance them," Wellman says.

WHAT YOU MAY THINK: "Cleaning up my own backyard is enough."

WHAT YOU NEED TO KNOW: More and more, companies are being held accountable by consumers, even if it's not the company itself but rather one of its vendors that's running afoul. So cleaning up your own act isn't enough. "Supply chain analysis is important" to avoid getting in trouble on the environmental front, says McClendon. If a supplier doesn't improve its environmental record, your solution might be as simple as taking your business elsewhere. □

CHANGING THE CULTURE



• • • • • • •

His company famous for its organic yogurt, Stonyfield Farm president **Gary Hirshberg** now has a new book on how to go green and still get rich. We sat with the self-styled "CE-Yo" as he churned out still more interesting thoughts on green marketing

BY NATALIE ENGLER
PHOTOGRAPHS BY JOSH SCOTT



Gary Hirshberg wears his passion for green business practices on his sleeve. And there are certainly days when you might see some yogurt there, too.

Hirshberg is president and self-titled "CE-Yo" of Stonyfield Farm, the iconic manufacturer of organic yogurt. He's also an outspoken advocate for unconventional marketing, his ideas first taking root back in the days when he personally handed out yogurt samples from a folding table at supermarkets.

Since then, Hirshberg has put Stonyfield Farm in the spotlight with various high-profile promotional efforts, from inflating drivers' tires to delivering frozen manure to a radio personality who'd claimed he'd rather eat camel dung than Hirshberg's yogurt. (Turns out he preferred the yogurt.) But he doesn't rely merely on publicity stunts and word-of-mouth marketing. Hirshberg has also wisely used traditional advertising channels like direct mail, always mindful to calibrate his campaigns for maximum impact.

Now, he's an author too. Hirshberg — who has overseen Stonyfield's evolution from a tiny organic-farming school to a global yogurt producer with \$320 million in sales — details his journey to success in his new book, *Stirring It Up: How to Make Money and Save the World* (Hyperion, 2008).

Hirshberg recently spoke with *Deliver*® about combining counterculture and yogurt culture, the role of green marketing and why, when it comes to connecting with consumers through marketing efforts, "You can't fake this stuff."

DELIVER: Sustainability and environmental protection are literally written into Stonyfield's mission statement. But what can direct marketers do if they work for a company that was not founded on such green values?

HIRSHBERG: Marketers should think of ways to save their company some money. If you can reduce costs and feed those dollars back into the product or put them toward something consumers believe in, you have the potential to not just

drive customer loyalty but reduce turnover and build employee pride. The No. 1 thing people say they are looking for is meaningful work. But I'd caution that this isn't a quick fix. You don't just engage in social responsibility and get an immediate spike in sales. This is something you build over time.

You should also be aware that if the cause is only in the marketing, and doesn't reflect a genuine commitment, you are highly vulnerable.

Just look at the big auto manufacturers. (In my opinion,) a few of them have been the darlings of environmentalists because of hybrid cars. But it turns out that those companies have also been lobbying against raising fuel-economy standards. So the environmental community has now made these companies public enemy No. 1 — because they're breaching an emotional contract they had created. On the one hand they're producing and marketing these hybrid cars, but their corporate commitment is clearly mixed, if not contradictory.

You see this happen a lot. I call it the talk/do ratio. You have to keep them in balance.

DELIVER: In your book, you say that you drive your marketing people crazy. How so?

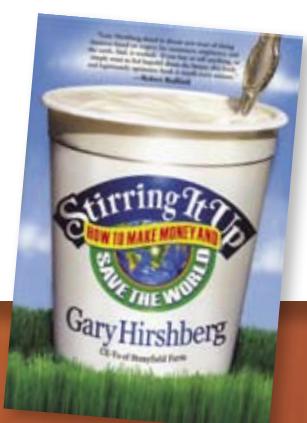
HIRSHBERG: The main thing I ask my marketing folks to be sure they ask before they present me with something is "What would the big yogurt manufacturers not do?" If they show me something that could be done by the others, then it's not good enough for us.

DELIVER: So do you use traditional media?

HIRSHBERG: We continue to use mail when it fits into our overall plan. We're also mindful of the environmental costs of any mailings we do.

DELIVER: In your book, you describe conventional advertising as the "fertilizer of conventional business." What did you mean by that?

HIRSHBERG: Well, no one can claim that advertising doesn't work. The advertising we've been able to do has worked, but it isn't sustainable. You get the sales lift during your ad buy, but then you drop back. If you rely solely on advertising, you rely on reaching people in less effective emotional ways. But if a customer meets someone from Stonyfield at a soccer match, train station, park





or community event, they have another connection with us. Hopefully, they've interacted with a nice person and had an engaging experience that made them feel good.

DELIVER: An "engaging experience." Is this what you mean when you talk about "building a customer handshake?"

HIRSHBERG: Yes. The best example of this was the transit campaign we ran in Chicago. We had to capture 3-percent market share within three months or one of the city's biggest supermarket chains was going to pull our product. It would've cost around \$10 million in conventional advertising to achieve that. We took a different approach. We went to (elevated train) platforms and gave riders free cups of yogurt along with coupons that read "We salute your commute; thanks for doing your part to help save the planet." We also gave them brochures detailing the environmental gains of traveling by train instead of car. We not only got the product into people's hands, but got the attention of the Chicago newspapers and [got on TV]. After only three days our market share jumped to nearly 2.5 percent. The entire operation, which cost only \$100,000, expanded our reach from 85,000 to hundreds of thousands of people. And we've never fallen back.

DELIVER: You're also known for using yogurt cup lids as tiny billboards for pet causes. How does this translate into sales?

HIRSHBERG: Product packaging is a very powerful medium, and the great thing about it is that we are in total control of it. In a week we can put out 9 million messages, in a month we can put out almost 40 million through our packaging. One-third of these are environmental, one-third are related to nutrition and health, and one-third are devoted to things we are doing in the company. It's very hard to correlate these kinds of investments with direct results, but it all adds up to supporting customer loyalty. It reinforces who we are. And there are data going back to the 1970s that support the idea

of cause-related marketing. When price and quality are considered to be at parity, the vast majority of consumers will support a brand that supports causes they care about.

DELIVER: Have the messages on your lids ever gotten you in hot water?

HIRSHBERG: Yes! In fact, I was recently asked to pull yogurt cups from the shelves of Capitol Hill's cafeteria because of lids that supported campaign finance reform. The lids said "The cream does not always rise to the top" — making the point that you have to be a millionaire to run for office.

DELIVER: What about the environmental impact of all that packaging?

HIRSHBERG: We make millions of cups of yogurt annually. We're aware that, through our packaging, we have enormous impact on the environment. So we've devoted significant effort to identify ways to reduce the environmental burden our packaging creates. For example, we switched from plastic lids to a single foil closure in 2003, which meant saving more than 270 tons of plastic annually from being dumped in landfills.

DELIVER: What else are you doing to demonstrate your commitment to the planet?

HIRSHBERG: We are always quick to use the yogurt to make our point. For example, we recently created and funded a non-profit organization called Climate Counts (climatecounts.org). The project tracks the voluntary climate actions of major brands and corporations — including ours — and assigns them a score based on whether the companies are committed to climate change. We do this because we want consumers to know which major companies are working actively to reduce their impact on climate change. Climate Counts is a logical extension of our mission and our 25-year commitment to a healthier planet. □

on the web

delivermagazine.com

Our magazine isn't the only place you can find the information that *Deliver*® readers crave. For more, log on to our Web site at delivermagazine.com.

There you'll also find a host of other insights into green marketing that you probably won't find anywhere else. We've got roundtable discussions with green marketers, case studies on catalogers and others who are reducing their environmental impact and opinion columns about why you should reduce your environmental footprint.

There's also our "Conversation Starters" podcast, done in partnership with marketer Joseph Jaffe. And you can find back issues of the magazine online — as well as results from our recent "Best of Deliver 2007" contest. So discover what we've got to say about green marketing and other topics. You might just find a seed for your next great campaign.



For more great stories on green marketing — as well as case studies, opinion columns and polls about a range of other marketing issues — be sure to log on to our Web site at delivermagazine.com.



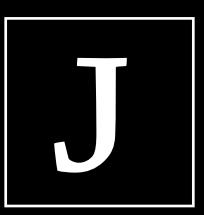
MASTERFILE



ANATOMY OF AN ECO-MAKEOVER

JEFF BAKER TURNED HIS COMPANY UPSIDE DOWN TO BECOME SUSTAINABLE AND SOCIALLY RESPONSIBLE. SO WHY DID HE KEEP IT A SECRET FOR SO LONG?

BY ELAINE APPLETON GRANT ~ ILLUSTRATION BY DAVID PLUNKERT



Jeffrey Baker's company does not look like a green business. To get to his Image 4 offices, you inch delicately past ditches dug for a mile down Candia Road, swerving away from jackhammers and excavation rigs doing interminable construction in this developing section of Manchester, N.H. From the outside, the company's one-story brick building screams 1970s industrial — not 21st century sustainability. Inside, a chaos of trade show exhibits greets you.

This is "sustainability central?" Perhaps.

Image 4 manufactures trade show exhibits and what Baker calls "branded environments" — the banners, signs, displays, even the furniture that companies use to announce themselves to the world. Increasingly, Baker and his 15 employees have taken some innovative steps to make Image 4's practices more eco-friendly, including using non-toxic inks on 100-percent recycled fabric, reclaimed metal, egg-based varnish, non-volatile paints and other green materials. Only recently, though, has Image 4 mentioned its environmentally progressive operations, spotlighting them on its Web site and in a series of eco-friendly direct mail postcards to customers.

Previously, though, Baker quietly went about transforming this traditional manufacturing company into an environmentally conscious thought leader; since his efforts started, the company has grown far beyond the 46-year-old Baker's boldest imaginings. By 2009, Baker expects Image 4 to double its revenues while expanding its profit margins. That growth, Baker believes, is coming as a direct result of the 20-year-old company's commitment to sustainability, a commitment Image 4 has worked hard to honor

even while laboring in what may possibly be the most toxic and wasteful sector of the marketing industry.

He is, in some ways, a paradox. In an age when it seems that only two kinds of companies get serious press for being green — mammoth businesses whose initiatives, however controversial, can make a big impact, and tiny, sexy startups that sell green products and are eco-friendly at birth — Image 4 is among the vast number of businesses with 500 workers or fewer that are making serious green inroads. He has overcome the same daunting obstacles that discourage many of his peers from reducing their environmental footprint, including lack of time, a dearth of information and little money, as well as entrenched behavior on the part of employees, customers and suppliers.

Here's how he did it.

HUMBLE BEGINNINGS

Baker started at the company as an employee. Then, in 1989, with a partner he scraped together enough cash to buy out the owner. At that point, the company was essentially a photo lab, and it was no different from the rest of the industry — using caustic chemicals to process photographic materials, post-processing heavy metals and using extraordinary amounts of power and water.

All that photo-processing equipment also generated thousands of BTUs of heat. Baker seized on the idea of heating the company's building with that wasted warmth. It wasn't "to be green," Baker says. "It was because I was cheap." He finally figured out how to do it, and since then, the company has spent almost nothing warming an 8,500-square-foot building in snowy New Hampshire. For Baker, successfully engineering

a "heatless building" was the beginning of questioning the assumption that waste, inefficiency and pollution were simply the cost of doing business.

In the trade show business, you can't buy green products off the shelf. Vinyl — technically, polyvinyl chloride, or PVC — is ubiquitous because it's cheap, strong, flexible and lightweight. But "when burned, the PVC releases dioxin fumes, which are a known carcinogen," says Andrea Atkinson, general manager of NEXUS Green Building Resource Center, a Boston-based educational facility for green builders.

Avoiding products like PVC necessitates inventing new ones. As Baker has traveled down this green path, he's had to develop his latent mad inventor. He and his staff have learned how not to have to say no when customers ask for eco-friendly restaurant seats or non-toxic varnishes, but to do the detective work to find them or figure out how to make them. His biggest success to date came in early 2007, when after two and a half years of effort and a \$250,000 investment, he and his team perfected a process for printing with non-volatile inks on fabric made out of 100-percent recycled soda bottles — a truly clean printing process for which Baker has applied for a patent.

"This is product development in its purest form," Baker says.

FINDING A NEW PATH

By 2001, Image 4 was thriving. It had evolved from its roots as a photo lab into a trade show exhibit maker, and it was working for more than 300 clients, many of them recognizable brand names.

Then came September 11th. Within three days, the \$3 million company lost 50 percent of its clients and experienced a

69-percent revenue drop. It was a hellish time. Twelve of Baker's competitors went under, and Baker feared Image 4 would be next. "I was close to clinically depressed," he says, touching his chest unconsciously.

Coincident with the post-9/11 economic crisis came the advancement of digital technology, which drastically reduced both the cost of printing and the value it held for customers. They saw color prints coming out of their cheap desktop printers and wondered why Image 4 charged so much.

By 2002, large-format printing had become a commodity. "We used to be one of two companies in town," Baker says. "Now you could go to eight places and get the same print."

Baker decided that the company's survival depended on growing in a radically different way. He had already begun replacing chemical photo processes with digital equipment, dramatically speeding throughput. Almost incidentally, it reduced the company's chemical use. Next, Baker and his staff set about ridding the company of chemicals with a vengeance and shrinking the number of materials they used to produce their products.

Lighter, smaller products meant cheaper shipping charges — and diminished fuel use. In 2003, the company began offering green-aware customers eco-friendly products like signs printed on Forest Stewardship Council-certified wood, as well as banners made of recycled fabric supported by sustainable bamboo rods.

Still, Baker didn't trumpet these successes. In fact, he continued his traditional marketing campaign, sending postcards depicting successful projects to potential customers — but saying nothing about the new materials. He remained quiet out of concern that someone would accuse him of greenwashing and that his company lacked eco-credibility.

GREENER THAN YOU THINK

A new survey reveals surprisingly wrongheaded beliefs about the environmental impact of direct mail

A recent survey of 1,000 consumers revealed a gulf between the perceived eco-impact of direct mail and its actual influence. "They wildly overestimated direct mail's impact on the environment," says Michael Critelli, executive chairman of Pitney Bowes Inc., which co-sponsored the 2007 *DMNews*/Pitney Bowes Survey of Consumer Attitudes. Critelli says he expected a disparity between perception and reality — "but not nearly as much as we saw."

For instance, asked to estimate the amount of municipal waste created nationwide by advertising mail, 48 percent of respondents thought direct mail accounted for more than half of it. Thirty-six percent said it accounted for more than a third. And 12 percent thought it generated 9 percent. In fact, direct mail generates just 2 percent of all U.S. municipal waste, according to a *DMNews* article about the survey. (Two percent chose this answer.)

Asked to rank select activities by the amount of carbon dioxide they generate, 16.8 percent chose the delivery of direct mail as third most harmful, ahead of using a year's worth of electricity for select refrigerators and running a clothes dryer 10 times a week for a year. (Running the dryer creates the most CO₂, according to a chart accompanying the *DMNews* article on the poll.) Experts trace these skewed perceptions to the fact that the typical mailing attracts only a tiny percentage of responses, leading others to view unsolicited material as wasteful. "[Mail] is something people see and handle every single day," Critelli says. "Unfortunately, a lot of it doesn't get a response."

The good news? More than two-thirds said they'd view direct mail more positively if senders recycled cardboard or planted new trees. Of course, the reality is that many marketers are already ahead of them on this. — Anne Stuart

But Baker was talking more about his newfound passion to his wide network of friends and colleagues. He had become such an enthusiastic storehouse of knowledge that he could barely hold it in.

Then he met Vaughan Lazar, co-founder of Pizza Fusion Holdings, organic pizzerias that deliver pizzas in a Toyota Prius. While drafting a business plan to franchise the eco-friendly restaurants, Lazar and his partners soon realized that they weren't nearly far enough down the road to sustainability. Sure, they could print menus on recycled paper with soy-based inks. But what about their trade show exhibit? Their buildings?

Enter Jeff Baker. After Lazar posted a question in an online forum last year asking whether his trade show booth could "really become green," Baker responded immediately with advice on how to build a lightweight, limited-impact exhibit. Within a day, Lazar was preparing to fly Baker to Ft. Lauderdale.

"Jeff took us from kindergarten all the way up to college," Lazar says. "He introduced us to a lot of the materials that he was experimenting with — the large-format banners, types of ink, reclaimed wood, certain types of paints, insulation made from blue jeans." Baker also introduced them to the idea of Leadership in Energy and Environmental Design (LEED) certification, which Pizza Fusion is now pursuing — quite possibly the first chain restaurant in the United States to do so.

Last April, Baker closed on a contract to do all the brand interiors for the Pizza Fusion chain, which had sold 65 franchises at press time and began opening this year. Because Pizza Fusion demanded eco-friendly materials, Image 4 was the only bidder for its work. By February 2008, the Image 4 team had completed the interiors for four Pizza Fusion restaurants in Florida and had a heavy schedule ahead of them.

CHALLENGES REMAIN

Despite the radical makeover he has given Image 4, Baker concedes that he continues to face huge obstacles on the continuing path to green. He has had to forego attractive initiatives such as carbon offsets to embrace other green goals, such as the \$1.5 million, LEED-certified building he's currently saving money to purchase.

Baker will be among the first to say that Image 4 is not, in fact, nearly as green as it could be. Today, on a new VOC-free printer, the company can print on more than 35 different materials. Seven are environmentally friendly. To date, Baker estimates that 15 percent of its revenues come from sustainable products. "We are not heroes," he says.

He questions moves such as his switch to his new printing process, which, from a pure business standpoint, is an

unequivocal success. But Baker himself suggests that from an ecological perspective, simply inventing it was questionable: "Was it really OK for me to burn thousands and thousands of watts of electricity to make this work? And how bad is it for the environment for people to drive mile after mile collecting the plastic bottles to make the fabric? Once you start down this path, the conversations keep getting bigger and bigger."

Asked if he would turn down environmentally unfriendly work, he laughs. Despite his laughter, though, he doesn't have an answer.

But he does have an answer to his marketing dilemma, and that's to earn outside credibility before embarking on a formal marketing campaign. Last year, Baker was approved for membership in Co-op America's Green Business Network, one of the most visible associations of eco-friendly businesses. And this year, Baker took Image 4 through the grueling process of achieving U.S. Green Building Council certification.

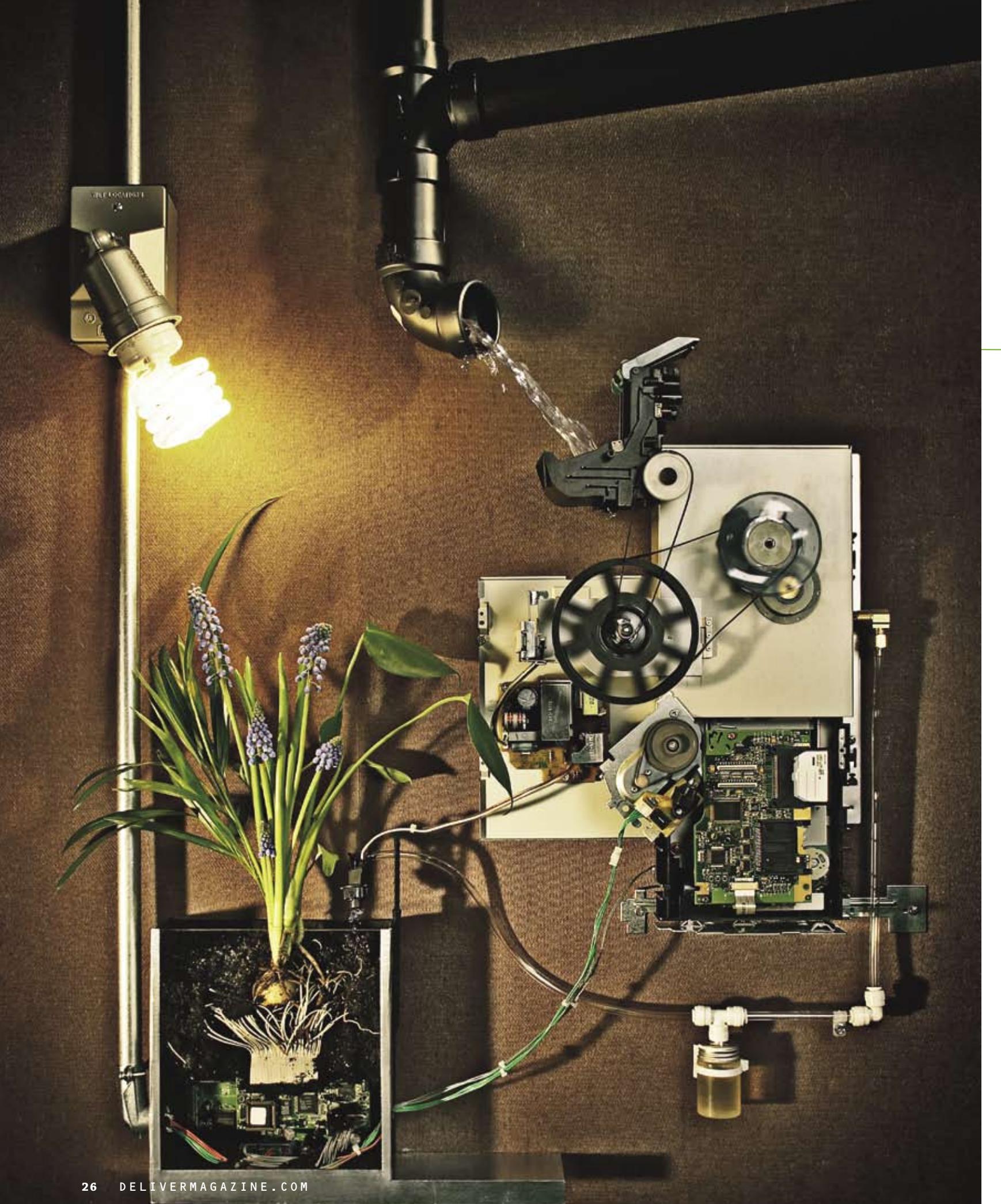
Further, Baker prints his direct mail pieces on recycled paper stock certified by the Forest Stewardship Council and using waterless soy ink. He also uses an FSC-certified printer.

Efforts like these are earning him a sterling reputation among green business experts. "Image 4 is an example of a company that the sustainable business community would heartily support," says Rona Fried, CEO of SustainableBusiness.com. "We don't expect companies to be perfect. Instead we expect them to think through the issues and do their best to make proactive changes. Image 4 has certainly done this, and I commend them for their efforts."

Baker says he's more comfortable now spotlighting his work. He feels that he has made enough of an investment in greening up his business practices, as well as his marketing efforts, that he no longer has to worry that Image 4 will be accused of spouting pro-environment rhetoric without backing it up with action. "We have gotten to a place where we can speak to the market from a place of credibility," Baker says of his company. "Now I can say we've launched a number of 'green'-branded environments, and we've been LEED-accredited as a green contractor."

After six years of working on eco-friendly initiatives, Baker this year kicked off his first green marketing campaign. He'd planned to launch a new Web site in March — greendisplay.info — and mail a series of six postcards about Image 4's eco-friendly products to a database of interior designers and architects. The last postcard invites recipients to a brand-new trade show for the retail interiors trade, called "Green for Retail," to be held in June in Chicago.

Baker is hoping to speak at that trade show, along with others. He's not necessarily shouting his message — but it's finally a lot louder than a whisper. □



sustaining momentum

Producing eco-friendly products and services means more than simply using recycled materials — you need to look at the entire life cycle

Recycling your scrap paper used to be all you needed to call your business "green." But in today's environment, green comes in many shades, with the richest and most all-inclusive being "cradle-to-cradle" design.

While the term "cradle-to-grave" covers the life cycle of a product from production to landfill, "cradle-to-cradle" describes products that exist in closed, environmentally friendly loops: They start out healthful for the environment — that's the first "cradle" — and can be recycled, composted or reclaimed for a new life, hence, the second "cradle."

The product- and process-design firm McDonough Braungart Design Chemistry (MBDC) offers cradle-to-cradle certification for products ranging from furniture to envelopes.

Showing off your recycling bin in the front office won't be nearly enough to gain this certification, which is offered at Platinum, Gold and Silver levels. Instead, a company must use environmentally safe and healthy materials, design its product for reutilization (such as recycling or composting) and keep water pure and used efficiently. The company also must make efficient use of renewable energy and promote social responsibility.

"The 'social responsibility' element addresses business activities and employee treatment, and can include community connections as well," says Steve Bolton, a senior consultant and manager of business development for MBDC. Bolton says they're most interested in activities beyond simple employee health and safety, moving into quality-of-life issues on the positive side — that is, they don't just meet minimum regulations, but also improve worker happiness.

"We'll go through the company's supply chain to understand every ingredient in its finished product down to a detailed level," says Bolton. "It's a very intense process, but it helps us understand what we're dealing with and what can be done to improve it."

Companies that have received cradle-to-cradle certification for

their products include eco-friendly flooring company Shaw Industries and the United States Postal Service,® which recently received Silver certification from MBDC for its Priority Mail® and Express Mail® corrugated boxes, paperboard envelopes, Tyvek envelopes, mailing labels and mailing tape. In granting the certification, MBDC not only scrutinized the internal processes of the USPS,® but also contacted and examined their more than 200 suppliers.

So why the interest in cradle-to-cradle design? Well, it's not just good for the environment, practitioners claim, but also for business. "The certification was important because our clients are looking for third-party authentication," says Jeff West, director of environmental affairs for the commercial division of Shaw, which received certification for its Eco Solutions Q nylon fiber and its EcoWorx tile and broadloom backing system. The certification took six months, shorter than usual because Shaw had already obtained the MBDC Design Protocol, an earlier certification.

Cradle-to-cradle certification, and any green initiative that a company takes, can also be used as an important part of the business's marketing strategy. For example, Shaw notes its certification on the sample books it shows to customers, in product specs and in customer presentations. It's too early to tell how the certification is affecting Shaw's bottom line (Shaw received it in June 2007), as the details were only recently included in its marketing pieces; however, "early results seem to indicate that it's generating questions and positive comments from our clients," says West.

To green up your products — and boost your marketing — talk to your suppliers about how they can help make your products more environmentally friendly. "You need to leverage people to make change," says Bolton. Learning about the eco-friendliness of your processes and products will help you make smart, green decisions. Says Bolton, "You're ahead of 99 percent of the manufacturing population if you've fully characterized your ingredients and can work to improve them over time." □

BY ANNE STUART

green from the get-go

A growing number of companies are adopting procurement policies that help protect the world's forests by tracking paper production from stump to shelf

When many businesses discuss their efforts to "go green," they're talking about recycling and reuse — in other words, initiatives designed for the end of their products' lives.

But some leading retailers and catalogers are now focusing on the beginning of those life cycles as well. They're establishing rigorous environmental guidelines for procuring materials such as paper and cardboard and making sure that consumers, investors, competitors and — most of all — suppliers know that they're serious about sticking to those rules.

Take Patagonia Inc., the outdoor clothing and gear retailer headquartered in California. Angela Weidmann, Patagonia's catalog print-production manager, says the company's been printing catalogs on recycled paper since 1991 and, in 2002, launched an aggressive internal effort to cut waste and partner with environmentally responsible paper suppliers.

But the company hasn't always marketed its green practices. Patagonia began talking more about its efforts in 2007, when — in response to pressure from environmental groups — it posted its comprehensive "Paper Use and Procurement Policy" on its Web site. "Ultimately, we felt that it was important to get the information out there to the public and to our vendors," Weidmann says. "It makes

us more accountable — and, hopefully, an example to others."

The policy details Patagonia's practices, such as switching from 50-pound to 45-pound catalog paper, which requires fewer trees to produce. Thinner paper involves a slight "quality trade-off," Weidmann acknowledges, but adds: "When we did press tests, even some of our more discerning colleagues had a hard time telling the difference" between the two stocks.

The benefits? To date, Patagonia has saved more than 730 tons of paper (which the company says is equivalent to nearly 13,000 40-foot-tall trees). And the company has saved money. "Paper and postage are our two biggest expenses. You buy paper by the pound; to a certain extent, you buy postage by the pound as well," Weidmann explains. Reducing the catalog's weight has cut annual costs by about 10 percent in both areas.

Patagonia also looks for paper that's made with as much post-consumer recycled (PCR) content as possible — typically about 40 percent — and that's been certified by the Forest Stewardship Council (FSC), a global forest-management organization, as using virgin fiber only from well-managed forests.

And the company strives to buy from suppliers based within 200 miles of its printer to cut travel for the delivery trucks.

Many companies are also getting their suppliers involved, including Staples, the office supply retailer and cataloger. In 2002, the company took a hard look at its paper procurement policies. "We realized that we're in a global economy with a global supply chain, and we need to think more broadly about issues such as where our suppliers are located — and where their suppliers are located," says Mark Buckley, the company's vice president of environmental affairs.

Staples' policy sets escalating goals for both the 2,000-store chain itself and its suppliers. For instance, the average amount of PCR content across all Staples' paper products sold by weight is 30 percent, and the company is shooting for 50 percent. And it expects to have the majority of its suppliers FSC-certified by 2010.

Most recently, Staples enforced its policy by cutting ties with an Indonesian company that supplied about 5 percent of Staples' total paper supply. The reason: Environmental groups had accused the company of illegal logging practices. Also, the company wasn't green enough.

Buckley says Staples didn't make the decision lightly; he and other executives tried for more than two years to bring the company into compliance with Staples' standards. But by February 2008, "We

The DMA on Paper Procurement:
As part of its "Green 15" initiative, the Direct Marketing Association encourages its members to develop environmentally sound paper-procurement practices. For guidelines and a sample policy, visit: the-dma.org/Green15Toolkit/

felt that they weren't making significant enough progress for us to stay with them as a supplier," Buckley says. "We encourage suppliers to move in the right direction or we have to look elsewhere."

Meanwhile, Staples is extending its current slogan — "That Was Easy" — to the environment. Its new consumer-oriented "EcoEasy" brand promotes Staples products and services that, in Buckley's words, "make it easy for you to make a difference." Offerings range from recycled-content products to low-cost recycling of old computers and monitors — even those purchased elsewhere.

Officials at Staples — who have promoted eco-friendly initiatives online and through branding efforts such as placing its logo on recycled paperboard clothes hangers — consider the efforts part of a company-wide commitment to reduce waste, conserve energy and promote recycling and reuse. "It's not just about paper," Buckley says. "It's about everything we do. Those issues are increasingly important to our customers, and [green practices] add value to our brand."

And as at Patagonia, most of those efforts cut costs, too. "Everything we're doing around climate change is saving money — and we're reducing our carbon footprint," Buckley says. "It's a win-win-win. What's not to like?" □



BY RAY HAMEL
PHOTOGRAPH BY DEREK BLAGG



The Eco-Puzzle

(Note: 100 percent of the answers are recycled from articles and columns that appear elsewhere in this issue.)

ACROSS

1. One automaker's effort to plant 250,000 new trees
6. Postcard material
9. Acquisition of goods
10. Their slogan is "Reduce what you can, offset what you can't"
14. Company with the 2008 "EcoEasy" campaign
15. Stonyfield Farm product
18. Description of a product in a closed, environmentally friendly loop
20. Car exhaust affects its quality
23. The latest trend in environmental marketing
24. Organization offering a "Green 15" toolkit
25. Earth ___ (April 22)
27. Supply-___ analysis
28. ___ cycle of a product

DOWN

29. Level of 18 Across certification offered by MBDC
30. Data-driven tool designed and developed by the Paper Working Group (abbreviated)
31. Level of 18 Across certification offered by MBDC
6. Word that can follow purchase or electrical
7. Harmful contaminants in the environment
8. Revenue stream for generators of clean energy (abbreviated)
10. Reduction in use of a resource
11. Type of energy that is naturally replenished
12. Energy broker working with the Marriott Residence Inn in Washington, D.C.
13. City Living Source publisher Dawn
14. Source of eco-friendly ink
16. ___ Millennial Cause Study
17. State where 1 Across is located
19. Where cradle-to-grave products end up
21. Put back into use
22. Trade show exhibit manufacturer making serious green inroads
26. Plastic container for 15 Across
5. Patagonia switched from printing them on 50-pound to 45-pound paper



THERE ARE EASIER WAYS TO LEARN ABOUT GREEN MARKETING

What's the real story on sustainable, eco-friendly direct marketing? And how should marketers communicate with consumers whose buying decisions are increasingly impacted by environmental concerns? Activists and experts share ideas, best practices and tools marketers need to go green at a one-day seminar, "Direct and Green: Direct Mail that Respects the Earth," from 10:15 a.m. to 3:30 p.m. Tuesday, May 20, 2008, in the Anaheim Hilton, adjacent to the Anaheim Convention Center.

Jacquelyn Ottman, symposium moderator and author of *Green Marketing: Opportunity for Innovation*, offers strategies for reaching green consumers while minimizing the risk of backlash.

Steve French, Natural Marketing Institute managing director, shares some ideas about the green movement's impact on consumer attitudes toward Earth-friendly companies.

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